

CITY OF SANTA FE SANTA FE TRAILS



SUPERVISOR'S MANUAL

May 2007

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	5
 SECTION 1	
GENERAL RULES FOR LINE SUPERVISORS	6
A. Address/Telephone Notification.....	6
B. Commercial Driver's License.....	6
C. Reporting for Assignment.....	6
D. Uniform Specifications.....	7
E. Cellular Telephones and Electronic Devices.....	8
F. Conduct and Personal Business.....	8
G. Reporting Structure.....	8
H. Smoking.....	9
I. Injuries on the Job.....	9
J. Paycheck Distribution.....	9
K. Leave Policy.....	10
L. Drug and Alcohol Policy.....	11
M. Employee Visitors and Unauthorized Vehicles.....	11
N. Vehicle Cleanliness.....	11
 SECTION 2	
RESPONSIBILITIES/DUTIES	12
A. Communication.....	12
B. Shifts and Assignments.....	12
C. Reporting for Duty.....	12
D. Supervisor Conduct.....	13
E. Use of Intoxicants, Narcotics, Etc.....	13
F. Disciplinary Actions Against Supervisor.....	14
G. Supervisor Vans.....	14
H. Appearance/Uniforms.....	14
I. Current Address/Telephone Numbers.....	14
J. Management Rights.....	15
 SECTION 3	
MAINTAINING OPERATIONS EFFICIENCIES	16
A. On-Time Performance.....	16
B. Weekly Staffing Schedule Preparation and Review.....	16
C. Safety and Performance Field Checks.....	16
D. Special Routing/Special Events.....	17
E. Supervision of Dispatch Operations.....	18
F. Run Guide.....	19
G. Operation of Transit Equipment.....	19
H. Operating Hazards.....	19
I. Monitor Two-Way Radio Procedures.....	20

SECTION 4	<u>Page</u>
EMPLOYEE RELATIONS	22
A. Guide to More Effective Supervision.....	22
B. Qualities of a Successful Supervisor.....	22
C. Performance Appraisal and Development Plan (PADP).....	23
D. Supervisor's Training Responsibility.....	23
SECTION 5	
POLICIES AND PROCEDURES ENFORCEMENT	24
A. Supervisor's Responsibility.....	24
B. Enforcing Policies and Procedures.....	24
C. Corrective/Disciplinary Action.....	24
D. Contacting and Instructing Operators Regarding Possible Violations.....	26
E. Investigating and Documenting Violations.....	26
F. Dealing with Insubordination.....	26
G. Procedures for Drug and Alcohol Testing.....	27
SECTION 6	
ACCIDENT, INCIDENT AND INJURY INVESTIGATIONS	29
A. Accident – At the Scene of an Accident.....	29
B. Incident Investigation.....	29
C. Employee Injury, Illness or On-the-Job Accident.....	30
SECTION 7	
RECORDS AND REPORTS	31
A. Records.....	31
1. Driver Vehicle Condition Report (DVCR).....	31
2. Operator/Dispatcher Training Files.....	34
3. Operator/Dispatcher Disciplinary Files.....	34
4. Payroll Records.....	34
5. Leave Scheduling/Records.....	34
6. Weekly Staffing Schedule.....	35
7. Operator's Licenses and Certificates.....	35
8. Daily Pullout Report.....	35
9. Public Complaint Investigation.....	35
B. Reports.....	35
1. Annual Operator Driving Evaluation/Training.....	35
2. Supervisor's Daily Activity Report.....	36
3. Time Checks.....	36
4. Ride Checks.....	36
SECTION 8	
PAYROLL	37
A. Genesis Software.....	37
B. Supervisor's Duties.....	37

SECTION 9	<u>Page</u>
DISCIPLINARY CODE	38
A. Major Infractions.....	38
B. Minor Infractions.....	39
C. Progressive Discipline.....	41
 APPENDIX A	
Payroll Income Codes.....	42

INTRODUCTION

It is the policy of Santa Fe Trails that Transit Line Supervisors make every effort to maintain scheduled service; investigate delays and disruptions within our service area; make necessary emergency adjustments to maximum service quality and dependability; and to perform related work as required.

It is the responsibility of Transit Line Supervisors to see that Transit Operators follow proper operational procedures as outlined in their own Transit Operator's Handbook. In all cases, every reasonable attempt shall be made to ensure that all applicable rules and regulations are enforced to ensure safe and efficient operation of all Santa Fe Trails routes.

Transit Line Supervisors are expected to be thoroughly familiar with the contents of this manual and the Transit Operator's Handbook, and to follow through appropriately.

SECTION 1

GENERAL RULES FOR LINE SUPERVISORS

A. ADDRESS/TELEPHONE NOTIFICATION

It is the responsibility of each Line Supervisor to keep Santa Fe Trails and the City of Santa Fe informed of his/her current address and telephone number at all times. Change of address forms are available at the Personnel Office.

All Line Supervisors shall have a working telephone number wherever they are living.

B. COMMERCIAL DRIVER'S LICENSE

- Transit Line Supervisors on duty must have on their person at all times a valid New Mexico Commercial Driver's License with "P" endorsement, including a valid DOT Medical Certificate, and a valid City of Santa Fe Driving Permit.
- If a Line Supervisor's driver's license is lost or stolen, he/she must immediately notify the Transit Operations Manager.
- Federal law prohibits commercial drivers from possessing more than one driver's license.
- Line Supervisors must notify the Operations Manager whenever their license is expired, suspended, revoked, restricted, or otherwise made invalid. Operation of a motor vehicle without a valid license is unlawful and will subject the Line Supervisor to disciplinary action, up to and including discharge.
- Notification to the Operations Manager must occur by the end of the next business day following the day the Line Supervisor receives notice of the suspension, revocation, restriction, cancellation, lost privilege, or disqualification.
- In addition, Line Supervisors must inform the Operations Manager of any conviction of any state or local law involving the operation of a motor vehicle, excluding parking tickets.
- Notification by the Line Supervisor to the Operations Manager of any motor vehicle violation must be made within thirty (30) days of the date of conviction, or finding that a motor vehicle code violation was committed.
- **Notification of any of the above incidences must be made on a "Certification of Violation/Annual Review of Driving Record" form and submitted to the Operations Manager.**

C. REPORTING FOR ASSIGNMENT

Line Supervisors are required to report on time for their scheduled assignments in proper uniform attire. After reporting (clock-in), it is the responsibility of the Line

Supervisor to check for any messages, read the Operations Bulletin Board, and check the mail box for information.

D. UNIFORM SPECIFICATIONS

The following standards regarding your appearance must be observed when reporting for duty and while on duty:

Monday through Thursday:

- Standard issue white shirt with complete set of SFT patches.
- Standard issue black slacks (or shorts, May through October).
- Black street shoes or boots; no athletic shoes, sandals, moccasins, etc.
- SFT issued sweaters only.
- SFT issued jackets only.
- SFT issued caps only.

Friday/Saturday/Sunday/Holiday:

- Standard issue white shirt or standard issue pullover shirt; no improvised pullover shirts or shirts without collars (t-shirts).
- Black or blue jeans; no cut-off or faded jeans.
- Black street shoes, boots or athletic shoes; no multicolor sport shoes.

General Provisions:

- City and SFT pins, patches, and nametags may be worn on uniform. No personal pins or patches allowed.

Other Regulations:

- Line Supervisors shall wear their City-issued I.D. card at all times while on duty.
- Line Supervisors shall keep hair neat and clean. Facial hair shall be neatly trimmed.
- Shirts shall be tucked in to slacks or shorts at all times.
- Shirt sleeves shall not be rolled up at any time.
- SFT uniforms shall not be worn while consuming alcoholic beverages in any public place, or while patronizing an establishment that primarily serves alcohol beverages.
- SFT uniforms shall not be worn while engaged in any outside employment.
- SFT uniforms shall not be worn by any person other than the one to whom they are issued.

- An accurate timepiece/watch shall be considered part of the Line Supervisor's uniform and shall be in the Line Supervisor's possession at all times while on duty. Line Supervisors must supply their own timepiece.
- Line Supervisors who are not in proper uniform attire for their assigned shift will be sent home by the Operations Manager and will receive a miss-out.

E. CELLULAR TELEPHONES AND ELECTRONIC DEVICES

Cellular telephones – including the “hands-free” type – are to be turned OFF and are not to be used to make or receive calls at any time while the vehicle is in motion. Cellular telephones may be used on breaks or layovers, or in the event of an emergency.

Line Supervisors are prohibited from using any type of earphones while operating a City vehicle. Also, Line Supervisors are not to use televisions, scanners, personal digital assistants (PDAs) or other portable electronic devices while driving a City vehicle.

F. CONDUCT AND PERSONAL BUSINESS

- While on duty, Line Supervisors are required to conduct themselves professionally and courteously at all times.
- Under no circumstances shall a Line Supervisor use profane language or gestures while on duty.
- To preclude lawsuits against both the Line Supervisor and the City of Santa Fe, do not touch passengers except to assist, with consent, in boarding, disembarking, tie down, or emergency situations. Any other actions that involve contact with a passenger can easily result in charges of sexual harassment and/or assault. Be courteous and helpful, but do not touch anyone except when necessary to assist.
- The use of SFT equipment or facilities shall be for official City business only.
- Personal business shall not interfere with the performance of duties.

G. REPORTING STRUCTURE

- The Transit Operations Manager is primarily responsible for the fixed-route component of SFT, and will initiate most personnel matters affecting Transit Operators.
 - The Transit Operations Manager is responsible for recruitment, interviewing, hiring, training, scheduling, dispatching, evaluating and disciplining Transit Operators.
 - Transit Operators may consult with the Transit Operations Manager at any time.
- Transit Line Supervisors assist the Transit Operations Manager with street supervision of the fixed-route system and personnel matters.

- A Transit Line Supervisor will be assigned as a permanent “contact person” for each Transit Operator to assist with any personnel or operations matters that arise in connection with the Operator’s job duties.
- Transit Operators may consult with their assigned Transit Line Supervisor at any time.
- Transit Line Supervisors will be rotated from time to time so that they may work with all Transit Operators. Thus, although the “contact person” will not change, there may be a different Transit Line Supervisor on duty.
- Transit Operators shall be responsive to whichever Transit Line Supervisor is on duty at the time.
- Transit Operators shall contact the Transit Line Supervisor on duty to report major operational issues that occur on the buses and routes, and to request assistance with customer service issues, including problem passengers.
- Dispatchers assist the Transit Operations Manager and Line Supervisors with controlling the movement of fixed-route vehicles.
 - Dispatchers do not have any supervisory responsibility.
 - Transit Operators shall contact the Dispatcher on duty to request general information, such as the correct time, directions to a specific location, clarification on policies and procedures, etc.
 - Transit Operators shall contact the Dispatcher on duty to report an accident, road closure, bus mechanical problem, wheelchair passenger, restroom break, etc.

Line Supervisors shall work together closely with the Transit Operations Manager, other Transit Line Supervisors, Dispatchers and Transit Operators to ensure timely, efficient and effective transit service delivery at all times.

H. SMOKING

Smoking is not allowed inside SFT facilities or in any City of Santa Fe vehicle at any time. Smoking is allowed only in specifically designated smoking areas.

I. INJURIES ON THE JOB

Personal injury suffered by a Line Supervisor while on duty **must be reported** to the Operations Manager as soon as possible, as required by City of Santa Fe policy, regardless of whether or not the employee is requesting medical attention.

J. PAYCHECK DISTRIBUTION

Payroll and Transit Administration will make every effort to have all checks to the Administration Facility by 10:00 a.m. on payday. Line Supervisors will be able to pick up their checks as soon as the checks are available. If another person will be

picking up your check, he/she must present a signed note from you authorizing the transaction.

K. LEAVE POLICY

The City of Santa Fe policy for leaves of absence is found in the Personnel Rules and Regulations, Rule 13, LEAVES.

In addition to Rule 13, there are a few transit division policies and procedures that must be followed:

Annual/Personal/Longevity Leave:

- Annual leave, personal leave and any longevity leave shall be requested and scheduled during the month of December for the next calendar year by seniority.
- Only one (1) Line Supervisor may be scheduled each day of the year for leave. In emergency situations, additional Line Supervisors will be considered for leave on a case-by-case basis.
- Transit management reserves the right, however, to reduce the number of Line Supervisors scheduled for leave in cases of emergency or abnormally high absences. In cases where scheduled leave is later denied, those Line Supervisors with the lowest seniority will be denied first.

Sick Leave:

- If you are sick and unable to work, call the Transit Operations Manager a **minimum of one (1) hour** before your scheduled shift. The Transit Operations Manager's cell phone number is **501-3127**.
- Line Supervisors are not permitted to leave a voicemail or message at the dispatch office indicating they are sick and unable to work. They must make contact with the Operations Manager.
- **Failure to call in sick a minimum of one (1) hour before your assigned shift will result in a miss-out.**
- You are personally responsible for calling in sick, not your spouse or neighbor. The **only** exception for not personally calling would be if you have a debilitating illness or injury and are not physically able to call.
- You are responsible for turning in a P-30 to your supervisor immediately upon returning to work. Failure to do so may result in delays in compensating you for missed time.
- Medical, dental and personal business appointments are to be scheduled on your own time, not during your scheduled work shift. If an appointment cannot be made when you are off work, then a minimum of two (2) days prior notice is required. For medical and dental appointments a valid doctor's note verifying your appointment may be required upon returning to work.

Unexcused absences:

- You are considered **late** if you report (clock in) more than two (2) minutes after your scheduled report time.
- If as a result of being late, your scheduled duties are assigned to another person, you will be assessed a **miss-out**.
- If you fail to report (clock in) to work at all, or to inform the dispatcher or supervisor on duty of your inability to report to work, you will be considered as a **no show/no call**.
- Being repeatedly late, a miss-out or no show/no call may result in progressive disciplinary action.

L. DRUG AND ALCOHOL POLICY

The City of Santa Fe's "Drug and Alcohol Testing Policy for Transit Division" establishes procedures for implementing the requirements of the Omnibus Transportation Employee Testing Act of 1991 and Federal Transit Administration Regulations 49 CFR Parts 655 and 40 with regards to certain Transit Division employees performing "safety sensitive functions," as that term is defined in federal law and in this policy. For a complete text of this policy see Rule 16A, *City of Santa Fe Drug and Alcohol Testing Policy for Transit Division*.

M. VISITORS AND UNAUTHORIZED VEHICLES

- Employee's Visitors:
 - No unauthorized visitors (this includes relatives and friends) are allowed in the maintenance building or maintenance yard without prior approval from your supervisor.
 - All visitors, relatives and friends will report to the Administrative Building Reception Area. The Receptionist will call the employee to tell them they have a visitor.
- Employee's Unauthorized Vehicles:
 - No personal vehicles are allowed in the maintenance yard or shop without prior approval from the maintenance section supervisor/manager on duty, and by your immediate supervisor.

N. VEHICLE CLEANLINESS

Transit Line Supervisors shall do their part to keep all transit vehicles (buses, vans, etc.) clean by placing trash in the trash receptacles, keeping the driver's area clear of litter and debris, and not spilling food or drink in the vehicle.

SECTION 2

RESPONSIBILITIES/DUTIES OF LINE SUPERVISOR

A. Communication

1. Communicates and coordinates information among transit operators, dispatchers and maintenance personnel.
2. Keeps Transit Operations Manager and other Line Supervisors informed of all critical/important situations.
3. Remains constantly aware that Santa Fe Trails is a public agency and the public is entitled to be informed of all Santa Fe Trails activities.
 - The following procedure must be followed in the event the news media is at the scene of an accident or disturbance on buses: **Any request for information from the press or broadcast media shall be routinely referred to the Transit Director or his/her designee.** After hours take the name and telephone number of the person requesting the information and tell him/her in a courteous manner that the Transit Director will get back to them. The name, telephone number and information requested shall be given to the dispatcher to relay to the Transit Director as soon as possible for a reply.
 - Requests for information pertaining to bus services such as detours, rerouting delays, bus breakdowns, or schedule information may be released by the Line Supervisor.

B. Shifts and Assignments

1. All Transit Line Supervisors will have established work schedules.
2. Work assignments, including hours and days off, will be structured primarily for the benefit of the overall operations, and to provide the most efficient utilization of supervision.
3. Work assignments will be made according to Transit Division requirements and the ability of the supervisor to perform the work as evaluated by the Transit Operations Manager.
4. Work shifts will be rotated among the Transit Line Supervisors every two (2) months.
5. Work shifts will include early morning, late night, weekend (including Sunday) and holiday assignments.
6. Work shifts will have regular days off and assigned hours; however, from time to time, supervisors may be required to work beyond their regularly assigned hours to complete an assignment or when an emergency arises.
7. Work shifts may be adjusted to accommodate supervisors on leave.

C. Reporting for Duty

1. Supervisors shall clock-in and clock-out at the beginning and the end of shift, and for meal breaks.
2. Supervisors shall be neat in appearance and in proper uniform at all times when on duty.
3. Supervisors shall check the dispatch logs and daily operator work schedule when reporting to duty for their shift.

4. Supervisors shall report to the dispatcher before leaving the transit facility.
5. All reroute notices, passenger alerts, driver alerts, special bulletins, etc., shall be posted in the operators' ready room. It shall be the duty of each supervisor to read all current notices.
6. It shall be the duty of each supervisor to check his/her mailbox and e-mail each day.
7. It is the duty of the supervisor to have a timepiece adjusted to the correct time with the dispatch clock each day while on duty.
8. Supervisors shall have the following in their possession while operating a vehicle performing supervisory duties: time check forms, driver evaluation forms, accident/incident investigation forms, camera, public time schedules, Run Guide Manual, and bus stop request/repair forms.

D. Supervisor Conduct

1. Supervisors shall act in a businesslike manner at all times and be courteous to all with whom they have contact.
2. Always use a low or soft tone of voice, exact and to the point, toward the general public when answering questions or giving information.
3. At no time shall loud, intimidating or boisterous language or conduct be permitted, nor shall the use of profanity toward anyone (employee or otherwise) be tolerated. Supervisors whose conduct is found to be inappropriate shall be subject to disciplinary action.
4. Listed below are some of the traits and characteristics that a good supervisor shall possess, and suggested procedures and practices that must be followed to do a good job:
 - a. Must have a personal interest in each employee.
 - b. Must know job and how to deal with people.
 - c. Must be sympathetic and tolerant.
 - d. Must not obligate themselves to those working under them.
 - e. Shall avoid exaggerations and sarcasm.
 - f. Shall be slow to reprimand and quick to praise.
 - g. Shall never cause embarrassment to an employee.
 - h. Shall show confidence in the employee.
 - i. All statements of fact shall be based on personal knowledge, not hearsay.
 - j. Shall make known the reason for a rule or request.
 - k. Shall be concerned about the employee's safety.
 - l. All counseling, reprimands and disciplinary actions shall be conducted in private.

E. Use of Intoxicants, Narcotics, Etc.

A Transit Line Supervisor is considered to be in a "safety sensitive" position and therefore falls under the City of Santa Fe Drug and Alcohol Testing Policy for Transit Division, Rule 16A.

F. Disciplinary Actions Against Supervisor

A Transit Line Supervisor is a non-union, FSLA classified employee who may be dismissed, demoted or suspended only for just cause. Just cause includes, but is not limited to:

- a. Violation of or failure to comply with the Federal or State Constitution, Statutes, or City Rules and Regulations and City Ordinances;
- b. Careless, negligent, or improper use of City property, equipment or funds;
- c. Failure to comply with or accept a reasonable proper assignment from an authorized supervisor;
- d. Inability to perform job requirements;
- e. Disorderly conduct or threats or abuse of others;
- f. Chronic tardiness;
- g. Use of undue influence to attempt to gain promotion, leave, favorable assignment, or other individual benefit or advantage;
- h. Unauthorized leave;
- i. Failure to obtain and maintain a current license or certificate as a condition of employment;
- j. Intentional falsification or mishandling of City records;
- k. Unauthorized or illegal use, sale, or possession of alcohol or illegal drugs, or being under the influence of such substances while on duty;
- l. Sexual harassment or intimidation of any person; or
- m. Action which reflects poorly upon the integrity of the City of Santa Fe.

G. Supervisor Vans

1. Supervisors' cars and vans shall be kept clean and neat at all times. Food wrappers and containers shall be removed at the end of each shift.
2. Operators of the supervisors' cars or vans shall complete a Vehicle Condition Report Form and turn it in to maintenance.
3. The carrying of any unauthorized personnel in any transit support vehicle is a violation of city and transit policy. Spouses, friends, children or any other unauthorized personnel shall not be transported in city vehicles.
4. Supervisors may transport passengers stranded because of bus breakdowns or rerouting.
5. Supervisors shall not double up in support vehicles unless absolutely necessary.
6. No smoking is allowed in city vehicles at any time.

H. Appearance/Uniform

1. Supervisors shall be clean and neat in appearance at all times.
2. Supervisors shall wear a proper uniform, including photo I.D. card, at all times when on duty.

I. Current Address/Telephone Numbers

1. All changes of address, telephone numbers, name change or any other information pertaining to Santa Fe Trails records shall be immediately reported to the Transit Operations Manager.

J. Management Rights*

1. Determine the mission, budget, organization, and number of employees allocated by position and minimum staffing levels by section;
2. Determine qualification for employment; content of examinations; position audits, recruitment and selection procedures;
3. Direct employees and evaluate their performance based on standards of work established by the Employer;
4. Make assignments, transfer, or retain employees in positions, and make determination of job duties;
5. Provide reasonable rules and regulations governing the conduct of employees;
6. Provide reasonable standards and rules for employee's safety;
7. Determine the location and operation of its facilities;
8. Determine standards for work, hiring, promotion, transfer, assignment, and retention of employees in positions;
9. Initiate corrective action and/or disciplinary action including, but not limited to, oral and written reprimands, suspensions, transfers, and terminations for just cause pursuant to Article 9 of the AFSCME collective bargaining agreement.
10. Determine scheduling and all other actions necessary to carry out the Employer's functions;
11. Relieve an employee from his/her duties because of lack of funds or other legitimate reason;
12. Maintain efficiency of government operations; determine methods, means, equipment, and personnel by which the Employer's operations are to be conducted;
13. Take such actions as may be necessary to carry out the missions of the Employer in cases of emergencies; and
14. Act in furtherance of all other duties and responsibilities set forth in Constitution, federal laws, state statutes, administrative regulations, and executive orders of the Governor, as well as City of Santa Fe Ordinances, and Rules and Regulations.

*See Agreement Between the City of Santa Fe and the American Federation of State, County and Municipal Employees, Article 6.

SECTION 3

MAINTAINING OPERATION EFFICIENCIES

A. On-Time Performance

1. Oversees the daily service schedule by observing that bus service is operating on schedule at time points to adequately meet the transportation needs.
2. Submits to the Transit Operations Manager (30) time checks per week, randomly selected by route and time of day.
3. Recognizes the need for service schedule changes by driving over routes, checking bus service, observing the load being carried, noting problems with running times, determining the need for changes, and making recommendations to the Transit Operations Manager to effect change.

B. Weekly Staffing Schedule Preparation and Review

1. Line Supervisors oversee and review the weekly staffing schedule preparation.
2. All changes to staffing schedules need to be made (7) days prior to implementation, per the union contract.
3. When filling the daily schedule from the day-off employees use seniority rank to make the assignment. Rotate each week by starting the selection after the last “yes” the previous week.
4. When filling “holiday” schedules use seniority rank to make the assignment. Start the selection process with the first name after the last “yes” on the previous holiday selection list.
5. The assignments on the staff schedule shall be initiated by the supervisor.
6. Supervisors need to review the schedule daily to keep apprised of all changes and potential staffing problems that need to be addressed.

C. Safety and Performance Field Checks

1. Line Supervisors are responsible for daily safety and performance field checks.
2. Transit Operators shall be monitored by supervisor during morning and mid-day pullout for:
 - a. Clock in time.
 - b. Proper uniform.
 - c. Pre-trip inspection.
 - d. On-time pullout.
 - e. Fuel log.
 - f. 10-codes.
 - g. Broken fuel lines.
3. While operators are on route the Line Supervisor shall monitor the following:
 - a. On-time performance.
 - b. Railroad crossings.
 - c. Both hands on the steering wheel.
 - d. Proper speed of bus.

- e. Fast stops.
 - f. Rolling stops.
 - g. Observing traffic laws, including signal lights.
 - h. Following distance.
 - i. Directional signals.
 - j. Flashers.
 - k. Proper use of horn.
 - l. Proper bus securement.
 - m. Correct destination sign.
 - n. Proper use of two-way radio.
 - o. Farebox logged in/out, dumped, or downloaded.
 - p. No cell phone usage, smoking, eating or drinking on the bus.
 - q. Proper lighting.
 - r. Proper wheelchair securement.
- 4. Line Supervisor shall monitor operators at the end of shift as follows:
 - a. 10-codes and proper deadhead route.
 - b. Hook up and turn on fuel line.
 - c. Post-trip inspection.
 - d. Bus interior clean and windows closed.
 - e. DVCR completed properly.
 - 5. Line Supervisors shall conduct at least three (3) ride checks with different operators each week. Observing a dispatcher in the dispatch office for 1-2 hours may substitute for one of the ride checks.
 - 6. The Transit Operator Behind-the-Wheel Evaluation shall, at a minimum, be performed every six months for each operator.

D. Special Routing/Special Events

- 1. Establish detour route and relocate bus stop:
 - a. Detours
 - 1) Supervisors shall be ready to setup, put into effect and supervise emergency detours for buses due to fires, accidents, abnormal traffic conditions, street construction, high water, low hanging wires, parades, iced over streets, etc.
 - 2) The supervisors shall be aware of the condition of the streets before rerouting buses. For instance, narrowness of the street, turning radius, and parked automobiles shall be considered before rerouting buses.
 - 3) Inconvenience and delay in service due to a detour may be minimized with proper coordination and communication. Follow these procedures:
 - a) Determine the area and line affected.
 - b) Determine the safest routing, keeping passenger safety in mind. Keep missed stops to a minimum.
 - c) Advise the dispatcher of the routing to be used in the detour. The dispatcher will advise the Call Center and the Transit Operations Manager.

- d) The supervisor coming off duty will advise the supervisor coming on duty of all detours and rerouting.
 - e) Post detour signs if necessary to inform the public where buses can be boarded.
- b. Relocation of Passenger Stops Due to Detours
 - 1) Any passenger stop requiring a change in location due to a temporary emergency of a short duration may be placed in effect by the supervisor. When rerouting buses, bear in mind all accident hazards when passengers will be boarding or alighting on their detour route.
 - 2) For detours of long duration, the supervisor shall notify the Transit Operations Manager who will ask the Service Development Section to place an informative directional sign over the bus stop sign that will direct passengers to a new bus stop location.
- c. Canceling a Detour or a Changed Bus Stop
 - 1) Contractors and public utilities normally work day hours, Monday through Friday, so it is best to keep in contact and check with the person in charge of the project for project completion dates during these hours.
 - 2) Do not cancel a detour or a change in bus stops on Saturdays or holidays, unless the person in charge of the project has reported the work complete.
 - 3) When affected lines return to normal routing due to completion of work, the Service Development Section must be notified to remove all temporary directional signage as soon as possible. Also, the Call Center shall be notified that route service is back to normal.
- d. Related Causes for Rerouting
 - 1) Closed areas, such as streets closed for construction or resurfacing.
 - 2) Hazardous road conditions, caused by gas or water line ruptures, building fires, heavy ice buildup, etc.
 - 3) High or deep water. The supervisor who observes deep water on a bus route shall notify the dispatcher immediately of the condition and its location, and shall not allow buses to operate through water more than twelve (12) inches deep.

E. Supervision of Dispatch Operations

- 1. The Transit Line Supervisor on duty is responsible for the direct supervision of the dispatch operation. This includes the following:
 - a. Monitor dispatchers to assure that the established procedures, as outlined in the Dispatcher's Manual, are followed.
 - b. Review on a daily basis all dispatch logs and records to assure accuracy and completeness.
 - c. Carry a two-way radio and monitor dispatch at all times while on duty. Supervisors shall assist the dispatcher with routing, scheduling, or any matter that needs clarification or direction.
 - d. Coach and train dispatchers in the most efficient and effective methods of dispatching and record keeping.

F. Run Guide

1. The Santa Fe Trails Run Guide consists of the following information:
 - a. Bid roster
 - b. Platform hours summaries
 - c. Run cut summaries
 - d. Meal relief times
 - e. Weekday routes, headways and paddles
 - f. Saturday routes, headways and paddles
 - g. Sunday routes, headways and paddles
 - h. Route descriptions (left turns, right turns, etc.)
 - i. Deadhead routings
 - j. Radio Codes
 - k. Head sign codes
 - l. 10-100 locations
 - m. Bus stop locations
 - n. Incident/Accident report form
 - o. FTA-Post Accident procedures
2. Transit Line Supervisors are responsible for reviewing the Run Guide and for making suggestions to the Transit Operations Manager for corrections or improvements to the Run Guide.

G. Operation of Transit Equipment

1. Knowledge of Equipment
 - a. Each supervisor shall have a general knowledge of the bus fleet used by Santa Fe Trails. This includes farebox operation, A/C units, wheelchair lifts (including manual operation), headsigns, etc.
 - b. Each supervisor must be qualified to operate any type of bus in an emergency and must be able to clear the street or remove the bus to the yard if necessary.
 - c. Supervisors are not considered to be mechanics, however, they must have some knowledge in order to eliminate unnecessary delay to service caused by a minor failure on a bus, such as buzzer switches, or farebox malfunction, brake interlock, or any other minor repair that may prevent a road call.

H. Operating Hazards

1. Common Hazards
 - a. Low-hanging tree limbs and branches, holes and dips in pavement, utility poles and traffic signals or stop signs installed too close to curb, or leaning toward street which buses might strike, billboard installations and drain pipes protruding out from or over the curb, etc., are all common safety hazards.
 - b. Periodic checks shall be made of bus stop areas for broken curbing, unsafe landing areas, or benches, signal poles and boxes, mail boxes, trash receptacles, and other obstacles which create hazard to safe loading or discharging of passengers.
 - c. If, in the opinion of a supervisor, a situation demands immediate attention, the supervisor shall complete a Santa Fe Trails Bus Stop

Request/Repair Form and turn it into the Transit Specialist for disposition. Make sure you give a complete description, location, and suggestion for correction of the problem.

I. Monitor Two-Way Radio Procedures

1. Dispatch Office – Supervisors or other employees are not to loaf or spend time in the dispatcher’s office except to conduct system business.
2. Radio Dispatchers
 - a. It is of the utmost importance that the supervisory personnel work closely with radio dispatchers.
 - b. Supervisors shall remember that the transmitter key must be depressed one full second before speaking.
 - c. In normal reports to dispatchers, such as bus changes, closing of streets, unsafe conditions, accidents, delays in service or anything pertaining to service operation, all pertinent information is to be given as quickly as possible.
 - d. Supervisors will always use proper radio procedures and 10-codes, transmitting only well thought out messages clearly and briefly.
3. Radio Procedures
 - a. The two-way radio is a means to expedite clearance of delays, care and restoration of service, protection of Santa Fe Trails property and transmission of any system communications necessary for operation of system.
 - b. Due to the crowded conditions on the airwaves, particularly during the peak traffic period, a serious emergency situation, or inclement weather, the use of the radio must be kept to a reasonable minimum.
 - c. Any discussion pertaining to policy violations or discussion of a sensitive nature between two radio vehicles shall be done on Tack Two or Three. This will include conversations between dispatcher and management.
 - d. If at all possible, do not discuss the policy and procedure infractions with the operator over the radio. Whenever possible, discuss the infractions with the operator in person in private.
 - e. It shall be every supervisor’s responsibility to exercise good judgment before transmitting a message. The airway must be clear before the transmitter key is depressed in order not to interrupt a transmission in progress.
 - f. Requesting messages to be repeated shall be kept to a minimum. Supervisors shall not ask for unnecessary information that is readily available by checking in their Run Guides.
 - g. If a distress call from an operator that he/she is having bus trouble or is delayed along the line, or there is a street closure, traffic back up or any other problem which will cause a delay, the supervisor assigned shall respond that they acknowledge.
 - h. Supervisors and dispatchers are expected to work together as a unit in exercising a decision regarding rerouting buses, detours or turning

buses back on time, etc. If there is a disagreement between the dispatcher and the supervisor on what shall be done, the supervisor in charge shall make the final decision.

SECTION 4

EMPLOYEE RELATIONS

A. Guide to More Effective Supervision

1. Learn to recognize the symptoms of improper behavior. An effective approach toward the correction of poor habits or performance lies in your ability to know the underlying reasons for such attitudes.
2. It is easier to form a new habit than to eradicate an old one.
3. Repetition is a base of learning.
4. Always tell what to do rather than what not to do. Be positive.
5. Help the employee learn by showing or demonstrating, and setting a good example in your own work.
6. Fear is a poor basis for encouraging better performance. It is only effective at certain times, e.g., safety issues that could cause death or serious injury.
7. Everyone wants approval.
8. Make an objective evaluation of the operators. Always be ready to modify your point of view in light of clarifying information. Be willing to give the benefit of any doubt that might exist as to fact or circumstances.
9. The listener usually gets a part of what you say, therefore, repeat your instructions if they are not exactly clear to the listener, and insist on an answer or repeat back if the instructions are important.
10. Supervisors shall avoid the issuance of conflicting instruction to operators except for emergency changes, or the purpose of clarifying a misunderstanding. Arbitrary reversal of routine instructions can lead to halfhearted compliance or outright disregard.
11. Oral counseling, reprimands, and disciplinary actions shall always be done in person in private.

B. Qualities of a Successful Supervisor

1. Alibis and excuses are an admission of failure.
2. Don't bother your immediate supervisor with trivial matters that you can take care of on your own.
3. If you have an idea, present it clearly and carefully and without hesitancy. When you falter, hesitate, or ramble, you indicate you have not convinced yourself of the feasibility of the idea.
4. A good supervisor recognizes the desirability of working with and through their immediate supervisor.
5. People judge us by our appearance, our being on the job, alertness and readiness to help. Next in priority to the supervisor's job of keeping service on time is our general appearance to the public.
6. Be seen, stay in the public eye, and do not double up in city vehicles except when absolutely necessary.
7. Be natural, honest, frank, courteous, and follow instructions.

C. Performance Appraisal and Development Plan (PADP)

1. Each supervisor is directly responsible for approximately one-fourth (1/4) of the operations staff, consisting of operators and dispatchers.
2. Each calendar year supervisors shall rotate their assigned employees.
3. At the end of each calendar year supervisor will closeout each employee's PADP and bring each employee's division file up-to-date.
4. At the beginning of the calendar year each supervisor will meet with their assigned employees and create a new PADP for the coming year.

D. Supervisor's Training Responsibility

1. Each supervisor is responsible for training operators and dispatchers in all aspects of their assigned duties.
2. Supervisors shall share in the training of new operators and dispatchers.
3. Supervisors while on duty will share responsibility for recurrent training as assigned by the Transit Operations Manager.
4. Supervisors will assist as needed in all aspects of driving skills and safety issues at monthly operator safety meetings.
5. Each operator and dispatcher shall receive a minimum of eight (8) hours of refresher training each year. It is the supervisor's responsibility to see that each of their employees receives the required training.

SECTION 5

POLICIES AND PROCEDURES ENFORCEMENT

A. Supervisor's Responsibility

1. Supervisors are required to be familiar with all policies, procedures, rules and regulations pertaining to transit operations.
2. Supervisors shall have a thorough knowledge of the Transit Operator's Handbook, the Dispatcher's Manual, the current Run Guide, the current AFSCME Contract, and city policies, rules and regulations.

B. Enforcing Policies and Procedures

1. Supervisors are responsible for enforcing all policies, procedures, rules and regulations in a fair and equitable manner.
2. Supervisors have enforcement authority over any operator or dispatcher on duty during their shift, as well as all those employees directly assigned for administrative purposes.
3. Supervisors shall handle violations as they occur, especially oral counseling. Oral counseling shall be conducted as soon as possible with the employee in person in private.
4. It is extremely important that supervisors follow the current Union Contract when administering disciplinary action toward an employee. Failure to follow the Union Contract explicitly may jeopardize your ability to discipline an employee.

C. Corrective/Disciplinary Process

1. Confidentiality and Representation – All corrective/discipline action shall be held in confidence. All discussions with employees regarding any corrective/discipline matter shall be conducted in private. Employees may elect to have a union representative present at any step of the corrective/disciplinary process.
2. Informal Coaching and Guidance:
 - a. Informal coaching and guidance sessions shall be conducted by supervisors with employees whenever appropriate. The primary purpose of informal coaching/guidance sessions is to allow supervisors and employees the opportunity to discuss and correct performance or behavior that is below acceptable standards.
 - b. Informal coaching/guidance sessions are not considered part of the formal disciplinary process; however, it is important that the supervisor retain a dated record outlining a summary of such meetings and file this documentation in the employee's department file.
3. Written Reprimand:
 - a. A written reprimand is a written memorandum that documents infractions or poor performance by an employee. Supervisors are encouraged to meet with the employee, and representative, to hear their explanation of the alleged infraction, or poor performance. Supervisors are not required to give the employee prior notification of a written reprimand; however, within seven calendar days of service of

the memorandum, the employee may appeal in writing to the department director.

- b. A written reprimand is not a formal disciplinary action.
- c. A written reprimand may be retained in department files, but shall not be placed in the official employee personnel file, located in the Human Resources Department, unless such written reprimands become an attachment to subsequent formal disciplinary actions.

4. Formal Disciplinary Actions

- a. The degree of discipline imposed shall normally be progressive in nature. The level of discipline will be determined by transit management, along with the supervisor, based on the severity or reoccurrence of the infraction on a case-by-case basis.
- b. Union employees are subject to disciplinary action for just cause. Examples are outlined below:
 - 1) Violation of or failure to comply with the federal or state constitution, statutes or city ordinances;
 - 2) Careless, negligent, or improper use of city property, equipment or funds;
 - 3) Insubordination and/or failure to comply with or accept a proper assignment from an authorized supervisor;
 - 4) Failure to perform job duties;
 - 5) Chronic tardiness;
 - 6) Absence without approved leave;
 - 7) Failure to obtain or maintain a current license or certification which is required as a condition of employment;
 - 8) Intentional falsification or mishandling of city records;
 - 9) Unauthorized or illegal use, sale, or possession of alcohol or illegal drugs, or being under the influence of such substances while on duty;
 - 10) Sexual harassment as defined by law;
 - 11) Intimidation/coercion, harassing or fighting with any person;
 - 12) Action which reflects poorly upon the integrity of the City of Santa Fe; and/or
 - 13) Stealing from other employees or stealing from the employer.

5. Types of Formal Discipline

- a. A suspension without pay not to exceed 30 calendar days.
- b. An alternate form of discipline may be implemented if mutually agreed upon by the City of Santa Fe, employee, and the Union.
- c. A demotion to a lower paid position with a reduction in pay of at least 5%, but no lower than the minimum of the new pay range. Additionally, an employee demoted to a lower job classification shall not be paid an hourly rate above the highest paid bargaining unit member within the newly assigned classification.
- d. A dismissal from employment.

D. Contacting and Instructing Operators Regarding Possible Violations

1. Supervisors shall make every possible effort to quickly make contact and instruct employees whenever a violation is observed. If possible discuss the rule infraction in person with the employee to the fullest extent possible.
2. Contact shall be made preferably immediately after the violation is observed. If due to shift changes or work assignment, it would make sense for another supervisor to discuss the violation with the employee, then make sure you leave complete documentation of the incident with that supervisor.
3. Supervisors shall instruct employees in a firm but courteous manner and must avoid becoming involved in an argument.
4. At no time shall the supervisor board the bus and counsel with the employee in earshot of any other person. Instructions shall be given in the shortest period of time possible to prevent delays to service or aggravation to passengers. If at all possible, discuss the rule infraction with the employee off the bus or at the side window so others will not hear it.
5. Criticism of employees shall, whenever possible, be made privately, and in no case shall the employee be criticized in the presence of other operators.

E. Investigating and Documenting Violations

1. Supervisors who document a rule violation for informal coaching and guidance, written reprimand, or formal disciplinary action, must be absolutely certain by their own observation that the violation has been committed before documenting. The supervisor shall, if possible, conduct informal coaching/guidance with the employee to see if it can be worked out. If the employee continues to violate transit or city policies, the supervisor shall recommend to the Transit Operation Manager an appropriate form of disciplinary action.
2. No supervisor shall document a violation on hearsay alone. However, complaints of rule violations from customers shall be taken seriously. If necessary, you may have to do a field investigation/observation or talk to witnesses to determine the nature and extent of the alleged violation.

F. Dealing with Insubordination

1. Supervisors shall practice the policy of instructing employees in a firm but friendly tone of voice at all times.
2. If an employee refuses to comply with instructions, the supervisor shall repeat the instructions, putting them in the form of an order.
3. If an employee refuses to comply with the direct order, the supervisor shall notify the Transit Operations Manager for further instructions. In the majority of situations, when the employee understands what the results will be, the matter will be resolved. A complete report shall be made out by the supervisor and delivered to the Transit Operations Manager for possible disciplinary action.
4. Any radio transmission pertaining to any situation of this kind must be kept to a minimum. It will be the responsibility of the supervisor to

contact the Transit Operations Manager in person or by telephone with complete details of the incident.

5. Supervisors must refrain from any aggressive, hostile, harassing, or intimidating behavior toward employees regardless of the situation.

G. Procedures for Drug and Alcohol Testing

1. Supervisors may be required to perform the following duties:
 - a. Arrange for post-accident testing.
 - b. Decide if there is reasonable suspicion for testing.
 - c. Notify the Risk and Safety Division whenever post-accident or reasonable suspicion testing is deemed necessary.
 - d. Notify employees of random selection and testing.
2. **Post-Accident Testing:** This occurs only if an employee is involved in an accident in which:
 - a. a fatality has occurred;
 - b. a non-fatal accident involving a bus, automobile, van or commercial motor vehicle that requires the driver to carry a commercial driver's license (CDL) has occurred, in which injuries were sustained requiring the injured person to immediately receive medical attention away from the scene, or any vehicle involved in the accident is disabled and towed away; or
 - c. the employee's performance cannot be completely discounted as having contributed to the accident.
 - d. The supervisor shall report to the accident site and escort the driver to the City's designated collection site. After testing, the employee shall be taken home. The employee will be put on Administrative Leave until the test results are in.
3. **Reasonable Suspicion Testing:** If you observe an employee whose behavior and/or appearance appear to be characteristic of drug or alcohol impairment, do the following:
 - a. Have another trained supervisor observe the employee and verify your observation.
 - b. Fill out one or both forms, **Reasonable Suspicion Report For Drugs** and/or **Reasonable Suspicion Report For Alcohol**. These forms are available through the Risk and Safety Division.
 - c. Have the second supervisor complete the form(s) as well.
 - d. Remove the employee from the work site and bring to your office or a private/confidential area.
 - e. Notify the Risk and Safety Division of your observations.
 - f. The Risk and Safety Division will notify the Union President, Vice President or one of the Chief Stewards, who will assist in evaluating all bargaining unit employees suspected of being under the influence of drugs and/or alcohol during working hours.
 - g. The Union representative must arrive within sixty (60) minutes of notification from the Risk and Safety Division. If the Union representative does not arrive within 60 minutes, the evaluation will proceed.

- h. The reasonable suspicion determination will be made by a member of the Risk and Safety Division or his/her designee, the notifying supervisor, and the Union representative present, with the majority ruling.
 - i. **If the decision is to test**, you must arrange for the employee to be taken to the collection site. Also, a family member or friend must be contacted to take the employee home.
 - j. The employee will be put on Administrative Leave until the test results are in.
 - k. **If the decision is not to test**, the employee may still be sent home if he or she cannot perform work.
4. **Random Testing:** Employees will be chosen by a random number. The Risk and Safety Division will notify the Transit Operations Manager which employees have been picked. The supervisor will inform the employee that he/she must **IMMEDIATELY** report to the collection site for a drug and/or alcohol test. Unless the employee tests positive for drugs or alcohol at that time, the employee must return to work.
5. **Return to Duty or Follow-up Testing:** Return to duty and follow-up drug testing is the result of an agreement between an employee and the Employee Assistance Program counselor. Similar to random testing, the Risk and Safety Division will contact the Transit Operations Manager regarding when a particular employee shall go to the collection site for testing. Barring any problems, upon completion of the drug test, the employee must return to work.

SECTION 6

ACCIDENT, INCIDENT AND INJURY INVESTIGATIONS

A. Accident - At the Scene of an Accident

1. Upon arrival, the supervisor shall determine what help is needed (if any), obtain bus and route/trip number, exact location of accident, observe if street is blocked, estimate the length of service delay, and notify dispatcher reporting the following information:
 - a. a brief description of the accident;
 - b. if an ambulance is required;
 - c. if emergency equipment is needed to clear the street; and
 - d. if a replacement bus and/or operator will be needed.
2. The supervisor will need to take the operator for drug and alcohol post-accident testing, if:
 - a. a fatality occurred;
 - b. injuries were sustained requiring the injured person to immediately receive medical attention away from the scene;
 - c. any vehicle involved in the accident is disabled and towed away; or
 - d. in the supervisor's judgment the operator's performance could have contributed to the accident.
3. The supervisor in charge of the motor vehicle accident investigation is responsible for completing the following reports:
 - a. City of Santa Fe, ACCIDENT REPORT
 - b. City of Santa Fe, FTA, Post Accident Procedures (Transit)
 - c. City of Santa Fe, Transit Post Accident Supervisor/Safety Officer Checklist
 - d. City of Santa Fe, Supervisor's Accident Report
 - e. Supervisors' Accident Investigation Report – Motor Vehicle
 - f. City of Santa Fe, Safety Supplement Report
 - g. Photo Mounting Sheet
 - h. Incident/Accident Report – Transit operator completes this formAll the above reports need to be completed and turned into the Transit Operations Manager within 24 hours. In addition, the supervisor needs to include a copy of the operator's incident/accident report.

B. Incident Investigation

1. Supervisors are responsible for making sure that operators and dispatchers fill out an Incident/Accident Report for any non-routine or abnormal behavior while on duty. Examples would be dealing with difficult passengers, removal of drunk or disorderly passengers from the bus, witness to accidents not involving the bus, witness to arguments among co-workers, passenger accidents (e.g., falling out of seat or tripping on the stairs, even if passenger does not claim to be injured), etc.
2. Supervisors shall make sure that operators and dispatchers complete and turn in Incident/Accident Reports.

3. Supervisors shall review and investigate all Incident/Accident Reports turned in to them and make recommendations to the Transit Operations Manager as appropriate.

C. Employee Injury, Illness or On-The-Job Accident

1. New Mexico Workers' Compensation Administration Form – Filing instructions are as follows:
 - a. Purpose: To report all alleged work-related injuries or illnesses resulting in more than 7 days of lost work or in death of the worker. This form is not an admission or denial by the employer as to whether the worker's alleged injury or illness is compensable, and **must be completed by the employer or the employer's representative.**
 - b. When to File: This form must be **filed within 10 days** of knowledge of any alleged work-related injury or illness that results in more than 7 days of lost work. It must be filed even if the employer disputes the worker's claim of work-related injury or illness.
 - c. Distribution: Send the entire workers' compensation package to the Risk and Safety Division and keep a copy for the department files.
 - d. Penalties: Each instance of failure to file this form when required is punishable by a fine of \$1,000.

SECTION 7

RECORDS AND REPORTS

A. Records

1. Driver Vehicle Condition Report (DVCR):

- a. Federal and State Law, and Transit Division policy require that Transit Operators thoroughly inspect their bus in order to ensure that it is in safe condition, and that it is equipped as required. The DVCR must be completed by all Transit Operators for all buses that are in service prior to leaving the Yard. **Before driving a motor vehicle, the operator shall review the last vehicle inspection report required to be carried on the vehicle (ref. DOT, Safety Regulations, paragraph 396.13 Driver Inspection).**
- b. Failure to complete a DVCR may result in disciplinary action, and/or a citation from law enforcement agencies. The Operator must sign or initial the DVCR after completing the inspection.
- c. Bus preparation procedures are to begin immediately after the Operator's scheduled clock-in time. During the allotted preparation time, the Operator shall be gathering their equipment and inspecting their bus in order to leave the Yard on schedule.
- d. Suggested Inspection Procedure:
 - Approach bus checking for general condition (i.e., leaning to one side, which may suggest a flat tire).
 - Enter operator's compartment and start engine.
 - Turn on high idle.
 - Turn on interior lights, headlights and four-way flashers.
 - Turn on heater/defroster/air conditioning, as needed.
 - Perform walk through of interior, checking the following:
 - Interior lights
 - Floor – clean; no tripping hazards
 - Passenger seats – clean; secure
 - Passenger chime – check all cords and buttons; stop request sign; buzzer
 - Flip seats – secure; folding/unfolding properly
 - Securement devices/belts – available and working
 - Windows – clean; not cracked
 - Roof hatch – closed securely
 - Trash receptacle
 - Triangle reflectors
 - Fire extinguisher – in its designated place; no obstruction to access or visibility; operating instructions on nameplate are legible and facing outward; safety seals and tamper indicators not broken or missing; no obvious physical damage, corrosion or leakage; pressure gauge in operable (green) position

- First aid kit
- Bio-hazard kit
- Passenger steps – clean; no tripping hazards
- Perform walk around of exterior, checking the following:
 - RIGHT SIDE
 - Passenger side mirror – secure; not cracked
 - Passenger door windows/seals – secure; not damaged
 - Right front tire/rim/hub/lug nuts – no air or oil seal leaks
 - Flashers
 - Clearance lights
 - Windows – clean; not cracked
 - Body – clean; no new damage
 - Turn off CNG at the post, disconnect line from the bus, place line in the receptacle at the post
 - Wheelchair lift door
 - Cycle wheelchair lift – report any defects immediately
 - CNG tank access doors – closed securely
 - Right rear tire/rim/hub/lug nuts – no air or oil seal leaks
 - Battery compartment door – closed securely
 - Engine side panel door – closed securely
 - REAR
 - Clearance lights
 - Destination sign
 - Tail/brake lights
 - Flashers
 - License plate light
 - Body – clean; no new damage
 - Engine door – closed securely (do not open door unless you suspect something is wrong)
 - Bumper – no new damage
 - No fluid leaks on ground
 - LEFT SIDE
 - Radiator door – closed securely
 - No radiator fluid leaks on ground
 - Clearance lights
 - Flashers
 - Left rear tire/rim/hub/lug nuts – no air or oil seal leaks
 - Windows – clean; not cracked
 - Body – clean; no new damage
 - Left front tire/rim/hub/lug nuts – no air or oil seal leaks
 - Access panel doors – closed securely
 - Driver side mirror – secure; no cracks
 - FRONT
 - Clearance lights

- Destination sign
- Windshield – clean; no cracks
- Wiper blades – in good condition
- Flashers
- Headlights
- Bicycle rack – secure; folding properly
- Bumper – no new damage
- Re-enter operator’s compartment to complete pre-trip.
- Dash gauges
 - Transmission temperature (approx. 210)
 - Air pressure – both gauges (approx. 120)
 - Fuel gauge (full)
 - Odometer (write mileage on DVCR)
 - Oil pressure (approx. 30)
 - Water temperature (approx. 200)
 - Voltmeter (approx. 13)
- Amerex control panel – power is on; “System OK” light is on
- Turn signals
- Steering wheel – no more than 2 inches of play
- Horn
- Two-way radio – power is on; volume turned up sufficiently
- P.A. system – volume turned up sufficiently
- Passenger door control
- Kneeler
- Adjust driver’s seat
- Driver’s seat belt – working properly
- Adjust steering wheel
- Adjust interior and exterior mirrors
- GFI farebox check-out procedures:
 - Check farebox power is on
 - Log in
 - Report any alarms
 - Check Passenger Display is on
 - Check TRiM ticket stock
 - Issue a transfer
 - Check Bill Validator light is green
 - Check Coin Bypass lever position is up
 - Check Magnetic Stripe (run transfer through)
- Perform parking brake check – place transmission in Drive and let bus roll forward slowly; activate parking brake to see if it stops the bus
- Perform service brake check – while still in Drive, let bus roll forward slowly; depress the brake pedal to see if the brakes are working properly

- Perform back-up alarm check – place transmission in Reverse and listen for alarm
 - Make certain the DVCR is properly completed, signed, and the bottom (Gold) copy left in the mailbox before leaving the Yard.
2. Operator/Dispatcher Training Files:
 - a. Supervisors are responsible for maintaining accurate, up-to-date training files for all assigned employees.
 - b. Training includes, but is not limited to: monthly safety/operations meetings, initial operator training, annual operator driving evaluation/training, annual refresher training, new route familiarization training, defensive driving training, customer relations training and emergency management training.
 - c. Supervisors are responsible for scheduling assigned employees for training, making sure employees are covered on their shifts, if necessary.
 - d. Supervisors need to give adequate notice to employees of pending training.
 - e. Employees who fail to report for scheduled training shall be appropriately disciplined.
 - f. All training will be recorded chronologically on a Training Log Sheet located in the front of the training file. All back up training documentation must be signed by the supervisor and employee and kept in the training file.
 - g. Training files will be reviewed monthly by the Transit Operations Manager for accuracy and completeness.
 3. Operator/Dispatcher Disciplinary Files:
 - a. Supervisors are responsible for maintaining accurate, up-to-date disciplinary files for all assigned employees.
 - b. All informal coaching and guidance, written reprimands and formal disciplinary actions will be filed in chronological order and recorded on the Disciplinary Log Sheet in the front of the file.
 - c. Each item listed on the Disciplinary Log Sheet will have all corresponding written backup information filed in chronological order as well.
 - d. Disciplinary files will be reviewed monthly by the Transit Operations Manager for accuracy and completeness.
 4. Payroll Records:
 - a. Supervisors need to approve/disapprove employee's P-30 forms in a timely manner.
 - b. P-30 forms shall be kept in a file for future reference.
 - c. The Daily Overtime Report shall be reviewed and initialed daily by the supervisor.
 - d. Employee's computerized timecards shall be reviewed and adjustments made on a daily basis.
 5. Leave Scheduling/Records:
 - a. Supervisors are responsible for approving/disapproving all P-30 forms.

- b. All approved annual leave, personal holiday, longevity leave, compensatory time, educational leave, etc., must be recorded on the leave calendar and the Weekly Staffing Schedule as soon as possible.
 - c. Once a year all operators bid by seniority for annual leave, personal holiday and longevity leave. During the year additional annual leave may be requested by employees on a first-come, first-served basis, depending on availability.
- 6. Weekly Staffing Schedule:
 - a. A supervisor will be assigned each week to prepare the weekly staffing schedule two weeks in advance.
 - b. The supervisor will use the Leave Calendar as a reference source for preparing the Weekly Staffing Schedule.
- 7. Operators' Licenses and Certificates:
 - a. All supervisors are responsible for making sure their assigned employees are properly licensed and certified as required by Federal and State law and City policy.
 - b. Operators who are found to have not kept their required licenses and certifications updated will be subject to disciplinary action, up to and including dismissal.
 - c. Supervisors must see that all assigned operators have properly filled out the Certification of Violations/Annual Review of Driving Record each calendar year during the month of January.
- 8. Daily Pullout Report:
 - a. The a.m. supervisor shall be responsible for completing the Daily Pullout Report.
 - b. Operators that have repeated problems with tardiness, or late leaving the yard for pullout shall be subject to appropriate disciplinary action.
- 9. Public Complaint Investigation:
 - a. The Transit Operations Manager upon receiving public complaints may assign a supervisor the complaint for investigation.
 - b. A supervisor receiving a complaint will investigate and respond back to the Transit Operations Manager in writing within 24 hours.
 - c. The investigation shall include a statement from the operator and possibly an additional statement from the complainant.
 - d. The written response to the Transit Operations Manager shall give a clear indication of what action is being contemplated, if warranted.

B. REPORTS

- 1. Annual Operator Driving Evaluation/Training:
 - a. Supervisors are responsible for annual driving evaluations for all assigned operators.
 - b. Operators may require more than one driving evaluation, depending on deficiencies and recurrent training involved.
 - c. All driving and pre-trip/post-trip evaluations shall be filed in the employee's training file.

- d. Supervisors need to plan and schedule the driving evaluations over the entire year – a few each month – so they don't end up all at the end of the year.
 - e. The Transit Operations Manager will review monthly the driving evaluation reports to see that they being given in a timely manner.
2. Supervisor's Daily Activity Report:
- a. The Daily Activity Report must be filled out and turned in daily by the supervisor.
 - b. Supervisor shall supply enough detailed written narrative so that the activity is clearly understood.
 - c. The Transit Operations Manager will review the Daily Activity Reports each day and if there are questions, these will be addressed each day during the Manager/Supervisor daily meeting.
3. Time Checks:
- a. Supervisors are required to do (30) time checks each week.
 - b. Time checks shall be recorded at different time points, and at different times of the day.
 - c. Supervisors will turn in time checks for the week on the last day of their work week.
 - d. The Transit Operations Manager will review the time checks for completeness and accuracy, and then compute the systems on-time performance for the week.
4. Ride Checks:
- a. Supervisors shall perform at least three (3) ride checks each week.
 - b. Ride checks shall be performed with different operators, on different days and at different times of the day. Observing a dispatcher in the dispatch office for 1-2 hours may substitute for one of the ride checks.
 - c. Supervisors will turn in reports of their ride checks for the week on the last day of their work week.
 - d. Supervisors shall indicate on the check list in the Transit Operations Manager's office with which operators they performed ride checks.
 - e. The Transit Operations Manager will review the ride checks each week to see that they are begin performed in an orderly and timely manner.

SECTION 8

PAYROLL

A. Genesis Software

1. Supervisors are required to perform the payroll function for their assigned employees using their PC and the Genesis Software.

B. Supervisor's Duties

1. Each Supervisor is responsible for preparing payroll for each employee assigned to them.
2. Supervisors must be familiar with the City's Payroll Income Codes, as well as the current AFSCME contract pertaining to leaves and payroll.
3. Each employee is entitled to review their payroll timecard "unchanged" on Wednesday of payroll week. First, print timecards with all missing and regular punches, then correct (in pen) any unapproved overtime, missed punches, or any other changes you will be making. Next, write in their scheduled time for Wednesday, Thursday, and Friday.
4. Make a copy of this "Wednesday" timecard and give it to the employee for their review, and keep the original to be attached to the timesheet later.
5. Compare the actual punch in and out times to the scheduled time for Wednesday, Thursday and Friday that you wrote in earlier. If different, explain why on the "Wednesday" timecard and then make the adjustment in the computer (Genesis Software).
6. You may start correcting timecards in the computer on Wednesday and complete by Saturday.
7. After all corrections have been noted on the "Wednesday" timecard and entered in the computer, print a fresh "corrected" timecard.
8. Transfer the information on the "corrected" timecard to the timesheet on Saturday. Remember employees do not sign the timesheets, supervisors do.
9. Staple "Wednesday" timecard (with handwritten corrections) to the fresh "corrected" timecard and attach to the completed timesheets.
10. Payroll needs to be completed by 12:00 p.m. on Saturday for review by the Assistant Transit Director.
11. Completed payroll reports shall be secured in the supervisor's office, with the door locked.
12. If unforeseen circumstances prevent the supervisor from completing their payroll by 12:00 p.m. Saturday, the supervisor must make a reasonable attempt to notify the Assistant Transit Director of the delay.
13. Any questions regarding payroll, including interpretation of city rules, regulations, or AFSCME contract will be directed to the payroll monitor for clarification and a final decision prior to payroll weekend. Any mistakes or concerns by employees shall be addressed as quickly as possible.
14. All overtime worked must be pre-approved by a supervisor or designee.
15. Repeated payroll errors by a supervisor may result in disciplinary action.

SECTION 9

DISCIPLINARY CODE

Formal disciplinary actions shall normally be progressive in nature. However, because of the serious nature of some infractions, a more severe form of discipline, including dismissal, may be taken for some infractions without first having taken less severe forms of discipline. The level of discipline will be determined by Santa Fe Trails' management based on the severity or reoccurrence of the infraction on a case-by-case basis.

A. MAJOR INFRACTIONS

Line Supervisors who commit the following infractions may be subject to immediate dismissal:

- a. Operating transit vehicles in a careless and/or unsafe manner.
- b. Major preventable collision. A major collision is one in which there is significant property damage and/or injury and/or death.
- c. Failure to report a collision immediately.
- d. Willful failure to carry out a reasonable and lawful order or refusal to carry out assigned duties (otherwise known as insubordination).
- e. Incompetence or inefficiency in the performance of duties.
- f. Talking on cellular telephone, reading, listening to radio or other portable device, watching television, or any other activity which diverts the driver's attention and/or which interferes with the performance of normal duties while operating transit equipment.
- g. Smoking or using any tobacco product in transit facilities or on transit vehicles at any time, whether on or off duty.
- h. Carrying weapons while on duty or on City property.
- i. Sexual harassment of customers or fellow employees.
- j. Fighting while on duty or on City property (except in self-defense).
- k. Threatening, either verbally or physically, a customer, fellow employee, supervisor or other City official.
- l. Carrying, indulging in, or being under the influence of alcohol or drugs while on duty, while on transit property, or while in uniform.

- m. Mishandling of City funds (includes tampering with a farebox).
- n. Stealing, misappropriating or taking any transit property without permission.
- o. Falsifying time or revenue records, for oneself or for other employees.
- p. Fraudulent reporting of sickness, or dishonesty in reporting the death of an immediate family member.
- q. Falsifying any official records or reports, including the Application for Employment.
- r. Conviction of a felony; conviction of a crime of moral turpitude; conviction of driving while intoxicated.
- s. Failure to notify management of a traffic violation; arrest; or loss, suspension or revocation of commercial driver's license.
- t. Continuing to operate a bus when physically unable to do so and/or when disqualified to drive by a licensed physician.
- u. Failure to follow the established policies and procedures in the *City of Santa Fe Drug and Alcohol Testing Policy for Transit Division* (Rule 16A).

B. MINOR INFRACTIONS

Other reasons for disciplining a Line Supervisor shall include but not be limited to the following:

- a. Minor preventable collision. A minor collision is one in which there is \$500 or less in property damage, no injuries and no fatalities. Any two (2) minor preventable collisions in a one-year period may be grounds for dismissal.
- b. Failure to report on time for work assigned. The corrective/disciplinary process for "lates" occurring within a one-year period will be as follows:
 - 1st Late: Informal Coaching and Guidance
 - 2nd Late: Verbal Warning
 - 3rd Late: Written Reprimand
 - 4th Late: 2 Day Suspension Without Pay
 - 5th Late: 5 Day Suspension Without Pay
 - 6th Late: Dismissal

- c. Repeated miss-outs. A Line Supervisor who accumulates three (3) miss-outs in a one-year period may be subject to dismissal (see Section C).
- d. No shows/no calls. A Line Supervisor who, for three (3) consecutive scheduled work days, fails to report to work, or fails to inform the dispatcher or Operations Manager of his/her inability to report to work, may be subject to dismissal.
- e. Excessive absenteeism or pattern of absences; or being observed in an activity that belies the claim of illness.
- f. Failure to be at assigned job duties when scheduled, or being observed in an activity that is not consistent with scheduled duties.
- g. Using transit vehicles for activities not associated with assigned and scheduled job duties.
- h. Unreported collisions. Such collisions will result in an investigation to try to determine responsibility.
 - 1. If new damage is noticed, the last five (5) employees (including Maintenance staff) who drove the vehicle will be questioned concerning the damage.
 - 2. If an employee admits that he/she may have had a collision and did not report it at the time, the employee will receive a written reprimand for not following proper procedures. If necessary, more progressive disciplinary action will be assessed depending on the employee's past record.
 - 3. If an employee denies having had a collision and the investigation proves that he/she did, the employee will be dismissed immediately.
 - 4. If all five employees deny having had a collision and it cannot be proven conclusively who did it, the last person to drive the vehicle will receive a written reprimand for not reporting the damage. Also, a notice will be placed in the last five employees' department files about the investigation. A series of such reprimands or notices in any one employee's department file will lead to more progressive disciplinary action.
- i. Excessive customer or employee complaints. A Line Supervisor who receives three (3) *valid* complaints in a one-year period may be subject to dismissal (see Section C).

- j. Failure to strictly adhere to the regulations set forth for drivers of commercial motor vehicles in the *New Mexico Commercial Driver License Manual*. A Line Supervisor who violates regulations three (3) times in a one-year period may be subject to dismissal (see Section C).
- k. Improper use of two-way radio.

C. PROGRESSIVE DISCIPLINE

Where a limit is specifically imposed, progressive discipline will generally follow this succession:

1. Written Reprimand
2. 2 Day Suspension Without Pay
3. Dismissal

Each “one-year period” will be measured from the date of the infraction.

Example: An infraction occurs on October 1.

1. The “one-year period” begins on October 1 and the infraction remains on the operator’s record until October 1 of the following year.
2. Any subsequent infractions before October 1 of the following year count toward the limit.